

ANNEX E: PERSONNEL

Introduction

Continuing our support of a relevant and ready force, the personnel focus remains having the right quality and quantity of personnel (military, civilian, contractor) at the right place and time. Moreover, to provide and better manage personnel support—in concert with other modernization efforts—the Army requires up-to-date, web-enabled tools that are reliable and responsive to today’s environment. Our contribution to winning the global war on terrorism centers on personnel transformation (PT) and fielding a modular Army.

The PT initiative fundamentally changes the way the Army manages its manpower (forces and structure) and personnel (Active and Reserve Components (AC/RC)), families, veterans, retirees, Department of the Army civilians (DACs), and contractors). It includes the transformation of manpower and personnel programs, policies, processes and systems associated with the eight personnel life-cycle functions that comprise the Army’s personnel system.

1. Implementation of an enterprise-wide personnel and pay system will provide a single, authoritative data source and integrate all applications on one platform. This will centralize and simplify the personnel community’s information technology solutions, enhance responsiveness, improve data accuracy and enable reach efforts.
2. Civilian personnel management initiatives will improve management support for DACs and overcome workforce shortfalls anticipated over the next 10 years due to retirements. The National Security Personnel System (NSPS) and Senior Army Workforce (SAW) are key components.
3. Manning objectives will reshape, stabilize and train the force for transformation to the Future Force and joint and interagency operations.
4. “Continuum of service” will maximize and retain human capital across all components of the Army. Soldiers and civilians will be able to more easily move between components and duty stations.
5. Scientific studies will address selection, classification, recruiting and retention of Soldiers. Surveys ensure we are targeting the right skills.
6. Manpower and Personnel Integration (MANPRINT) promotes superior operational suitability through planned Soldier-system design. It yields safer systems with more efficient use of manpower, personnel and training.
7. Army well-being will help support Army transformation by improving Soldier performance, readiness, recruiting and retention. Three important ongoing, high-visibility well-being initiatives are Rest and Recuperation (R&R) Leave, Deployment

Cycle Support (DCS), and the Disabled Soldier Support System (DS3).

8. Force stabilization will increase combat effectiveness, sustain high levels of readiness, and provide for trained and cohesive units while reducing personnel and unit turbulence and other factors that detract from achieving increased combat effectiveness.

Personnel Transformation

PT will improve how we acquire, distribute, develop, deploy, compensate, sustain and structure all categories of personnel in all components. Transformation requires changes in how we organize, equip, man, train and employ our personnel, activities and formations on the battlefield, as well as in garrison. PT seeks to provide better human resources (HR) support to Soldiers on the battlefield, while dramatically reducing the personnel/unit footprint in the area of operations. Much of the HR services and support will be accomplished through reach capabilities provided by an enterprise personnel and pay solution afforded by fielding of the Army Enterprise Human Resources (eHRS) and Defense Integrated Military Human Resources System (DIMHRS).

The Enterprise Approach

Enterprise architectures facilitate change and offer Army HR providers the enabler to become a culture of innovation. An enterprise architecture will provide the full-spectrum support system that meets the demands and expectations of the Army's Future Force. It will be knowledge-based and sophisticated, but simple-to-use, near real-time, 24/7-accessible, and responsive to the commander and Soldier. Traditional battlefield services such as postal operations; morale, welfare,

and recreation (MWR) services; casualty operations; personnel accounting and strength reporting; replacement operations; and essential personnel and pay services will continue to be provided to the deployed Soldier as part of the Army G-1 mission, but will be administered differently and more efficiently.

Army Enterprise Human Resources System (Army eHRS)

The Army's human resources community will address those processes and capabilities DIMHRS does not fulfill by developing and implementing additional compatible modules of PeopleSoft products. To bridge the gap between the functionality our legacy systems provide and future HR systems, the Army will leverage available technology, implement improvements to enhance capability, prepare customers for change, and position intermediate personnel systems for integration and/or inclusion. Much progress to date has been achieved in the current high-operational-tempo (OPTEMPO) environment without external funding and limited manpower, but can only continue with additional resources and personnel who have functional and/or technical expertise in developing and fielding large commercial off-the-shelf (COTS) HR systems. Training HR professionals and specialists to operate in the new environment will be done in conjunction with the DIMHRS effort at the higher levels, but the Army will be solely responsible for training the Army HR community through classrooms, labs and self-paced online classes.

Defense Integrated Military Human Resources System (DIMHRS (Pers/Pay))

The Army is in the forefront of the Department of Defense (DOD) effort to develop the congressionally mandated DIMHRS, which will be implemented using PeopleSoft, a COTS

HR management system. DIMHRS will provide a single unclassified, integrated military personnel and pay management system for all DOD military personnel during peace, war and mobilization/demobilization. DIMHRS creates a single record of service for each Service member. This record supports the Service member throughout his or her entire career regardless of his or her status, ensuring accurate and timely access to information for all authorized users, including Service members. In an effort to fuse this DOD endeavor with its ongoing PT initiatives, the Army has volunteered to be the first Service to field DIMHRS. The projected initial operating capability of DIMHRS for the Army is FY06. The deployment sequence will be lead by the U.S. Army Reserves, followed by the regular Army and Army National Guard.

eMILPO

The eMILPO application continues to serve as the Army personnel community's premier tool for personnel accounting. As a web-based application, it has modernized many personnel processes. Through the Datastore query tool, units and personnel specialists have ready access to information that previously was limited and cumbersome to obtain. The design of the software also enables greater flexibility in modifying the application to meet the changing needs of our Army at war. Since fielding on 1 August 2003, 12 software upgrades with 168 functional improvements have been made with major improvements such as patient tracking and individual nonavailability codes. In the second quarter FY05, eMILPO will subsume the current PERSTEMPO application. This will bring PERSTEMPO software into compliance with National Defense Authorization Act (NDAA) 2004 changes and reduce stovepipe personnel systems. Continued funding for this program is essential for eMILPO to continue

to mitigate against risks associated with the DIMHRS fielding schedule. Increased funding for this is needed to support critical near-term wartime requirements and to provide greater visibility of mobilized RC Soldiers.

Deployed Theater Accountability Software (DTAS)

The Deployed Theater Accountability Software (DTAS) application is being developed to serve as a strength accounting tool, with classified processing capability, that is compatible with and complements eMILPO capabilities. DTAS will provide near real-time personnel asset visibility of deployed Soldiers at all echelons by enabling deployed commanders/first sergeants to account daily for personnel by name, unit and grid coordinates. This software provides a number of firsts for the Army personnel community as it will provide a disconnected-operations capability that will update through the classified Secret Internet Protocol Router Network (SIPRNET) when communications are available. It will meet the Office of the Secretary of Defense's (OSD's) medical surveillance guidance as well as track person-



nel deployment dates history. It is designed to track all categories of personnel in a deployed theater to include all military Services, civilian government, civilian contractor, civilian nongovernmental organizations and coalition forces. This capability enhances

senior leader decision making by providing a clearer picture of deployed forces. The software also can be compatible with and pro-

vide complementary capability to DIMHRS. Funding for this program must be increased to provide additional capabilities such as a PDA for greater mobility, fully integrated strength management capability for better responsiveness for replacement operations, and full integration of the manifesting capability to reduce the number of separate systems and improve data reliability.

Personnel Services Delivery Redesign (PSDR)

PSDR provides the construct to provide end-to-end services to Soldiers to support the Army's modular transformation by maximizing the capabilities of enhanced personnel information technology and bandwidth capabilities. PSDR addresses the loss of personnel services battalion/Soldier support battalion structures by migrating tasks to battalion and brigade S1 sections resourced with HR professionals in adequate numbers to accomplish expanded requirements, enabling them to bridge directly to the appropriate CONUS-based HR professionals to accomplish personnel services tasks. Empowering battalion and brigade S1s enables delivery of most personnel services close to Soldiers and supports the intent of transformation. A course of action that defines how we will deliver critical theater-level personnel services in the areas of postal; casualty; and redeployment, return-to-duty, R&R, reception and replacement (R5) support is being staffed. Theater-level support will require SRC12 structure to provide modular, deployable, trained and scalable organizations with the capabilities to accomplish these tasks.

Army Systems of Systems Architecture (SOSA) Database

The SOSA is the Army's personnel system data repository. By direction of the Secre-

tary of the Army and the Chief of Staff of the Army in Army Knowledge Management (AKM) Memo #3, all manpower and personnel systems must be registered in the SOSA. It provides an accountability of and tracks detailed information about systems, reports, extracts and databases maintained within the Army HR community. The SOSA is a living document that portrays a current view of the Army G-1's "as is" information systems architecture. It contains vital system information such as personnel system descriptions; the proponent's administrative information (name, address, telephone number, etc.); system interfaces; Federal Information Security Management Act (FISMA) data requirements; Business Management Moderation Program (BMMP) data requirements; and other important functional and technical information. This repository of information is accessible via the Internet (<https://www.armyhr.hoffman.army.mil>) with a preapproved password. The SOSA is a tool that will help facilitate a smooth data migration from legacy systems to DIMHRS, Enterprise Human Resource System (eHRS), and other functional development efforts.

Personnel Transformation Challenges

The Army has over one million military personnel geographically dispersed across seven continents. Soldiers are continually moving both geographically and between components of the Army and duty statuses; entering and exiting the Army; and requiring frequent personnel services. The Army currently relies on five major databases and over a hundred different applications, subsystems, reports and queries to manage manpower and personnel services. Many of these databases and subsystems use different data standards and protocols, making modernization and integration difficult and expensive. A single, integrated military personnel and pay management system is critical. Such an in-

egrated personnel database will allow better tracking of Soldiers from home station through mobilization to the battlefield and back, managing sensitive casualty information in a media-rich environment, and measuring the OPTEMPO of individual Soldiers. Future Force Soldiers will train for a more complex warfight. As a result, there will be an ever-increasing need for quality recruits. The Army



will be in sustained competition with industry to identify and recruit quality people with an aptitude for high-tech skills. After initial training, these Soldiers must sustain current skills and develop new skills needed to stay current with rapidly changing technology. As these highly skilled Soldiers reach decision points on whether to continue their careers in the Army, competition will remain keen from the civilian job market, where opportunities abound for their qualifications. Increased security concerns provide additional challenges in providing readily accessible information to leaders, while protecting the privacy of the individuals served by the personnel community. Security concerns put multiple demands on our HR assets, draining our units, leaders and Soldiers of valuable time and energy once applied to other critical areas. Recently added demands of homeland defense further stress the Army's ability to fund efforts such as well-being programs for Soldiers and their families, personnel research and development, and

personnel systems improvements for PT. The Army personnel community continues to improve data quality, reduce redundant manual input of common data elements, and eliminate manpower intensive analysis of raw information. These improvements will be complemented by efficiencies realized from the enterprise approach to Army HR systems, business process reengineering, leveraging web technology, data cleansing, and preparing for a multicomponent, joint, DOD pay and personnel system. All these efforts are designed to improve strategic responsiveness, enable Army transformation, enhance personnel services, and provide reach capability, thus enabling reductions in redundant layers of personnel staff on the battlefield.

Strength Management System Redesign (SMSR)

The fielding of the Enlisted Specialty (ES) model in mid-FY05 will mark the completion of the SMSR effort, a multiyear effort to build a new Army strength analysis and forecasting system for the Army G-1 and all stakeholders. The suite of new models, collectively known as the Active Army Strength Forecaster (A2SF), uses the latest algorithms, processors, databases and telecommunications to form a state-of-the-art strength management and forecasting system. Among the numerous improvements, this new system increases flexibility in modeling manpower policies and programs; provides greater accessibility through web-based technology; improves projection accuracy; and reduces operation and maintenance costs by a half million dollars per year.

Military-to-Civilian Conversions

The Army has embarked on a strategy to convert military positions to civilian as a down payment to build and sustain at least 10 new

AC brigades. This initiative will enhance Army force capabilities, reduce stress on the Current Force, enable the transition to a Future Force, and increase agility by creating modular units. Military-to-civilian conversions are a critical part of kick-starting the additional brigades for modular conversion. During the FY06-11 budget planning process, the Army identified nonmilitary essential missions being performed by military personnel. Each operating agency was provided a target number of spaces to convert. Those conversions have been documented beginning in FY05, and funding was programmed for the increased civilian authorizations. The Army documented 7,227 conversions in FY05. Additional conversions are programmed for the out-years in Defense health programs. Overall, the Army has programmed almost 10,000 conversions. We continue to work with the Joint Staff and the OSD for additional conversions in joint and Defense programs.

Online Civilian Personnel Systems

The Army continues to be in the forefront of initiatives to create a fully automated civilian personnel support system that is web-based, real-time and 24/7-accessible for Civilian Personnel Operations Centers (CPOC), Civilian Personnel Advisory Centers (CPAC), managers, and employees. With the development of the Army Portal, FASCLASS and tracking of deployed civilians, the Army has continued to reach these goals. The Army Portal will provide a one-stop, web-based application for access to all Army civilian HR tools and applications. FASCLASS is an automated repository for all Army civilian HR position descriptions. This automated tool provides the ability for managers, employees and HR specialists to search for (in a variety of queries), modify and create position descriptions. The Army has also developed a process for tracking deployed civilians. Previously, there

was no documented process for accountability of deployed civilians. The Army received approval from the Office of Personnel Management (OPM) to file actions in the civilian personnel folder as permanent documents. The Army established unique authority codes identifying the military operation/exercise that will allow reporting capability for deployed civilians. The Civilian Personnel Management Service (CPMS) is recommending that all DOD components adopt this process.

National Security Personnel System (NSPS)

The National Security Personnel System (NSPS) will allow DOD and the Army to establish a more flexible civilian management system. NSPS will allow the Army to become a more competitive and progressive employer at a time when the country's national security demands a more responsive system. NSPS will streamline the hiring process, improve the performance management process, increase flexibility to reassign employees, and increase supervisor and employee accountability. NSPS will bring about essential change while preserving the core and enduring values of the Civil Service. A limited implementation is projected to begin in July 2005, and will continue until the Army's approximately 230,000 civilian employees are included. All DOD civilian employees will transition from 2005 through 2008.

Senior Army Workforce (SAW)

The Army must continuously grow highly skilled civilian leaders. This requirement was validated through the workforce analyses conducted as part of the CPMS XXI study and the Army Training and Leader Development Panel (Civilian). Due to downsizing of the current workforce and the projected retirements at all grade levels in all occupations,

this need must be addressed now. The SAW, as it is proposed, is an innovative strategy to assure that the Army grows and sustains its civilian leaders. This cadre of multifunctional leaders will facilitate Army's military to civilian noncore task conversion, enabling Army to plan, project and meet requirements rather than respond reactively. The SAW uses drivers from CPMS XXI, the Army Training and Leader Development Panel Civilian (ATLDP-C) study and data that all point to certain common trends that must be addressed now—the aging civilian workforce, the lack of focused development for civilian leaders and limited human capital planning tied to budgeting and mission requirements. The key tenet of the SAW is the centralized selection and management of civilian leaders, supervisors, and managers in grades GS-12 to -15 (or their equivalents) Army-wide. SAW assignment specialists will centrally manage assignments and selections in a similar manner as the Officer Personnel Management Directorate of the Human Resources Command. This centralization will enhance the ability of the Army to provide the right person to the right job when needed, removing the organization's requirement to find the right person. The five key components of the SAW foundation are central management, training and development, multifunctional career tracks, a competency-based system and mobility.

End Strength

As mandated by Congress in public law, the Army was projecting less than a year ago that its end strength would be 482,400. At the end of FY04, the Army was slightly less than 500,000 strong and Congress passed a bill that raises the future end strength to 502,400 and eventually 512,400. With the implementation of Stop Loss, the need for a temporary increase as the Army transforms into modular units, and the continued state of

national emergency, the short-term projection shows the Army increasing in strength.

Manning the Force

The Army continues to implement a progressive and multifaceted personnel and unit stabilization system to overcome mission-impeding personnel turbulence distracters. As the Army continues to conduct combat operations, it is transforming to a unit focused manning strategy. The Army's force stabilization policy increases unit readiness and deployability while reducing Soldier turbulence. This directly impacts a unit's ability to train, fight, win and return together from missions. Unit focused stability (UFS) is setting the condition for the Army to build more deployable combat units. However, the primary focus continues to be on the deployed force while stabilizing the home station forces in order to set the conditions for increased readiness and proficiency throughout the Army. The Army is distributing Soldiers based upon two priorities. Manning priority 1 (MP1) units will be manned between 98-102 percent in the aggregate. Manning priority 2 (MP2) units will be manned between 90-97 percent in the aggregate. The Army will establish policies for the length and frequency of tours, and number of deployments for the AC and RC. This will lead to a thorough force structure analysis that will result in recommended force structure adjustments, including formerly identified required adjustments to the AC/RC force mix. The Army is continuing to address the necessary refinements for the proper mix of manpower among the military, DACs and contract support requirements. This ongoing refinement process ensures that the Army clearly delineates core and noncore functions in the effort to privatize noncore functions. The metric for success for all actions will be the decrease of turmoil on units, Soldiers,

and families resulting in increased combat readiness throughout the Army.

Force Stabilization

Force stabilization is intended to produce highly cohesive combat teams capable of increased operational effectiveness, while decreasing turbulence and increasing predictability and stability for Soldiers and their families. To achieve unit cohesion and higher



operational capability in our combat units, the Army must (1) synchronize the assignments of large numbers of Soldiers with training and employment of units, (2) manage personnel gains and losses to reduce daily personnel turnover stemming from the individual replacement system, and (3) manage force modernization and force structure changes within the force stabilization concept. Force stabilization is supported by two manning strategies: stabilization and unit focused stability.

Under the stabilization strategy, all Soldiers stationed at CONUS installations are stabilized at their current assigned post for longer periods and will be moved by HRC based on three prioritized criteria: needs of the Army, leader development and individual preference. Although Soldiers in higher-density

military occupation specialties (MOSs) and at larger installations are likely to be stabilized longer than those in lower-density MOSs or at smaller installations, all Soldiers can expect to be assigned to their posts for greater periods of time than a typical tour today. Stabilization meets the CSA's intent to stabilize Soldiers and families in CONUS with more predictability and stability in their unit and community assignments.

Unit focused stability serves as a key enabler for unit rotations by synchronizing the assignment of Soldiers with the unit's operational time line. Unit focused stability is supported by two manning methods, cyclic and life-cycle manning, which are applied based on unit mission, operational requirements and the overall situation. Cyclic manning has been approved by the CSA as a method, but not yet for implementation. Life-cycle manning has been approved by the CSA and will affect all maneuver Brigade Combat Teams (BCTs). G-1, in coordination with G-3, has established the life-cycle implementation schedule based on current and future operational deployment and redeployment time lines as well as the current modular transformation schedule. Currently, the 172nd SBCT is well underway with life-cycle manning while two other activated modular BCTs, 3/10 and 4/101, began life-cycle manning in September 2004. Six more BCTs will undergo life-cycle manning in FY05, and the goal is to have all BCTs undergo life-cycle manning by the end of FY09. Under the life-cycle manning model, Soldier assignments to that unit are synchronized to the unit's established 36-month or life cycle. Soldiers arrive, train and deploy together during the unit life cycle, providing commanders and Soldiers with a predictable environment where they will be able to build, train and sustain high-performing, cohesive teams. Life-cycle manning will help reduce nondeployability problems because each Soldier's time

line will be synchronized with the unit's life cycle, and Soldiers will not PCS/ETS (unless ETS is due to chapter action) during the unit life cycle but at the end of it. Together, these strategies that support force stabilization will support the combatant commander with more deployable, combat-ready forces, while also benefiting the Soldier and his family.

Individual Ready Reserve (IRR) Management and Mobilization

Prior to the global war on terrorism, the IRR had been characterized as a “Cold War relic,” and “incapable of meeting the needs of the 21st century.” The Army is currently in the midst of the largest Army Guard and Reserve mobilization since World War II and has recently looked to the IRR to fill critical shortages within the force. The challenges to mobilizing the IRR include individuals who require extensive train-up time, are nondeployable, have mismatched required skill sets or cannot be located. The current state of the IRR provides a false sense of security that does not support transformation initiatives or future operational requirements. The Army has created an expectation that individuals who have a remaining military service obligation (MSO) can complete their service in an inactive/nonparticipant status. While mechanisms are in place to enforce the MSO, a systemic change needs to be implemented immediately—one that meets the Army's expectations as well as the expectations of the individual Soldier. The Army has proposed a plan to reset and reinvigorate the IRR by returning to best practices and backing established policies in order to increase the Army's ability to maintain a trained and ready reserve force. Reshaping the IRR by implementing near-term initiatives such as resetting the force, initiating an intense recruiting campaign, enforcing the MSO—not only in contracts, but verbally by recruiters—and

requiring minimum annual training requirements for all IRR members, will create a viable source of manpower. Long-term initiatives will also be initiated and ultimately help redefine IRR eligibility, utilization and culture.

Army Recruiting and Retention



Army recruiting continues to provide Soldiers to man our Army. The entire accession process is being shaped to provide the right Soldier in the right MOS, to the right unit, at the right time. This requires that Army recruiters engage communities across the United States, presenting the full range of opportunities offered for serving as a Soldier in today's Army. The Army aggressively shapes its incentives programs to continue to attract high-quality men and women. This ranges from well-established enlistment bonuses to dynamic programs such as Partnership for Youth Success (PaYS). The Army continues to improve the accession process in ways as varied as more advanced technology at the recruiter level, applying better business practices, honing high-paced and rigorous training in the training base, and providing fully trained Soldiers to our units.

The Army's retention program is designed to increase retention and reduce attrition by empowering Soldiers through counseling and

mentoring. The overall goal is to match the needs, wants and desires of a Soldier with current Army needs. Retaining quality Soldiers enhances readiness in all components. Army readiness is enhanced by aligning the Current Force with Army force structure requirements based on established priorities at the time of reenlistment. Reenlistment is critical to supporting Army needs. Commanders and unit leaders are ultimately responsible for the retention of Soldiers, career counselors provide advice and counsel, and the Army provides the necessary tools. The Army recruits an individual but will retain a family.

Continuum of Service (COS)

The Army will institutionalize personnel support for a lifetime of service. The key reason is flexibility in support of modular and tailorable forces. This includes formalizing the concept of “continuum of service” that supports fluid, progressive movement across Army components, including civilians and retirees, based on the needs of the Army and the individual. The COS program, jointly led by the G-1 and the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)), will enable the Army to meet operational readiness requirements by supporting requirements of the total Army team and will promote acquisition and maintenance of high-tech and other needed skills. Its focus will be recruiting, retention, and transition/integration and has an overall mission of maximizing human capital development for the Army.

New initiatives, such as the “blue to green” program to transfer qualified U.S. Air Force and U.S. Navy personnel downsized by their Service to the Army, and the 09L Arabic Translator Aide program are bringing needed skills to the Army and improving operational capabilities. Incentives will be developed and instituted to reward voluntary returns to active

duty if needed, after retirement from a “traditional” career of service. Personnel life-cycle management policies will allow all Soldiers to have flexibility in career management.

Changes in the operational environment are driving other COS initiatives. The RC is undergoing a new force generation that will enhance their operational readiness for the global war on terrorism. RC units will generally face a one-year rotation in a cycle of six years. The IRR is to be revamped and streamlined into a force of trained individuals associated with troop program units and more prepared for contingencies. Further, several thousand nonmilitary essential authorizations are to be civilianized through 2009 and systems put in place to retain qualified Soldiers who are departing active duty to fill those positions. COS is developing a new paradigm in personnel management to provide more flexibility in creating needed joint and expeditionary capabilities.

Compensation and Entitlements

The Army strongly supports maintaining an equitable and effective compensation package. A strong benefits package is essential to recruit and retain the quality and dedicated Soldiers necessary to execute the National Military Strategy. In recent years, the administration and Congress have supported compensation and entitlements programs as a foundation of Soldier well-being. An effective compensation package is critical to efforts in the global war on terrorism as we transition to a more joint, expeditionary, unit-centered and cohesive force. The FY05 President's Budget continued providing pay raises at Employment Cost Index plus 0.5 percent, which helps make the Army more competitive with the civilian sector. This equates to a 3.5 percent raise for FY05.



The Army continues to improve housing opportunities for our Soldiers by eliminating average out-of-pocket housing costs by 2005 as reflected in the Basic Allowance for Housing program. This initiative improves the well-being of our Soldiers and families and contributes to a ready force by enhancing morale and retention.

The Army has undertaken a number of initiatives to provide special compensation for Soldiers who serve their country under hazardous conditions, and we continue to look for ways to compensate Soldiers for the hardships they and their families endure during time of war. In addition to supporting increases in hostile fire pay and family separation allowance, the Army has implemented numerous programs to encourage volunteerism while simultaneously improving unit readiness. The Army makes maximum use of assignment incentive pay to provide Soldiers the opportunity to serve in a variety of assignments. We will continue to emphasize fair and equitable compensation and benefits for Soldiers and their families and develop new programs to address the dynamic environment of a transforming Army.

eArmyU

This award-winning, state-of-the-art, virtual learning program revolutionizes education by eliminating barriers to postsecondary op-

portunity by providing academic access, anytime and anywhere, across the Army. Initially fielded at Fort Campbell, Fort Hood and Fort Benning, almost 50,000 Soldiers are enrolled in eArmyU at 16 enrolling installations. More than 16,300 Soldiers have transitioned from post to post, seamlessly accessing 146 degree programs at 29 regionally accredited colleges and universities. All eligible Soldiers receive tuition assistance, up to the established semester hour cap and ceiling, books, fees; an Internet service provider account; an e-mail account; eArmyU "boot camp" tutorial; online academic tutoring; digital library services; 24/7 help desk and technology support. Effective FY05, access to the cutting-edge eArmyU program will be available to all eligible active duty enlisted Soldiers Army wide. Through eArmyU, all eligible enlisted Soldiers have an online capability to earn a degree without regard to duty hours, deployment schedule or family issues.

Army Selection Board System (ASBS)

The Army Selection Board System (ASBS) is a fully operational, automated tool used by the U.S. Army Human Resources Command and the Secretariat for Department of the Army Selection Boards to prepare, view and cast votes to candidate's files appearing before active duty officer promotion, command and school selection boards. It takes information once viewed in hard copy and microfiche and displays that information on computer screens. ASBS significantly improves the quality of documents viewed and streamlines the preparation of files and the selection process. In addition, ASBS is being used in the development of My Board File (MBF) which will allow all personnel eligible for consideration by a selection board to view and certify their file via a web-based system before it is seen by a selection board. ASBS is further

being developed to incorporate the active duty enlisted and RC selection board systems.

Army Well-Being

Army well-being, “the human dimension of readiness,” offers a multidimensional approach to the Army’s people programs. It is the cultural change agent to transformational initiatives such as modular force conversion, force stabilization, and Installations as Flagships concepts. Well-being accomplishes this by expanding the Cold War concept of “quality of life” through an alignment of core competencies and functions of the Army’s people programs. This holistic approach focuses on the mental, physical, material and spiritual growth of our people in support of an ever-changing Army. Well-being initiatives that support this transformation are based on four overarching strategic goals that reflect the aspirations of every Soldier, DACs, and family member: “To Serve”—personifies the professional development and the intangibles of military service, such as values and camaraderie; “To Live”—refers to the physical and material needs related to shelter, food and health care; “To Connect”—refers to programs that allow the individual to develop a pride and sense of belonging—a connection to the Army team through leadership, family programs, and welfare that creates acceptance, contribution and social interaction; and “To Grow”—refers to an individual’s need to expand his capabilities creatively and intellectually through citizenship, education, recreation and family member employment. Well-being establishes a measurable set of objectives and links them to institutional outcomes that impact readiness, retention and recruiting, and provides the Army a tool for monitoring the well-being of the forces. New well-being initiatives that support the global war on terrorism include the DCS; the U.S. Central Com-

mand (USCENTCOM) R&R; the DS3; and the Well-Being Liaison Office (WBLO) Army information line, 1-800-833-6622. Effectively designed, executed and delivered, well-being is an integrated approach that balances the needs of the people with the needs of the Army in which they serve.

Disabled Soldier Support System (DS3)

On 30 April 2004, the Department of the Army introduced the DS3. This program provides severely disabled Soldiers and their families with a system of advocacy and follow-up with personal support to assist



them as they transition from military service to the civilian community. DS3 incorporates and integrates existing programs to provide holistic support services for severely disabled Soldiers and their families throughout their phased progression from initial casualty notification to their return to home station and final destination. In addition, DS3 is a system to track and monitor severely disabled Soldiers for a period of time beyond their medical retirement in order to provide appropriate assistance through an array of existing service providers. DS3 facilitates communication and coordination between severely disabled Soldiers and their families as well as pertinent local, federal and national agencies and organizations such as the Department of Veteran of Affairs (DVA), Department of Labor (DOL), and many veterans service organiza-

tions (VSO). The Army's goal is for DS3 to work in concert with other key organizations to ensure that severely disabled Soldiers and their families are given the care, support and assistance they so rightly deserve for their selfless service and sacrifice to our nation. Soldiers and family members can learn more about the DS3 by calling toll free 1-800-833-6622, or by visiting the DS3 web site at www.ArmyDS3.org.

Deployment Cycle Support (DCS) Program

The Army continues to execute the DCS concept plan (CONPLAN) that prepares Soldiers and deployed DACs for the return home to their family members and their predeployment environment. The CONPLAN directs reintegration training (RIT) to occur during the reconstitution phases (in-theater for Soldiers and redeploying DACs) with family members receiving RIT at home station, and post-deployment RIT at home station/demobilization stations, and concludes with reconstitution RIT at home station. Additionally, a web site (<http://www.armyg1.army.mil/WellBeing/DeployCycleSpt.asp>) was established with posted reference/support materials to assist units and commanders with accomplishing DCS tasks.

To further assist Soldiers, DACs, and family members, Army One Source (AOS), a toll-free phone line, became operational on 15 August 2004, providing information and referrals 24/7 to include six face-to-face counseling sessions and crisis education materials. It is available to all AC, RC and deployed DACs. The toll-free CONUS number for the AOS is 1-800-464-8107. The OCONUS number is (access code) 800-464-8107. If the toll-free service is not available, collect calls may be made to 484-530-5889.

Also, the Army initiated the use of post-deployment health care management guidelines (PDHCMG) to provide continuous medical screening and assistance to AC and RC Soldiers and their family members. PDHCMG covers deployment-related health concerns, uses embedded deployment health-care ombudsmen and advocates in the primary health-care system, and addresses other medical-related concerns in support of Soldiers and family members.

For the Army National Guard and U.S. Army Reserve, commanders are responsible for conducting redeployment and post-deployment personnel operations, as described in the DCS CONPLAN, for all units returning from deployment. They undergo the same process as their AC counterparts for the reconstitution phase. Upon arrival at their demobilization station, they undergo a five-day postdeployment/demobilization training schedule, which incorporates the critical postdeployment phase DCS RIT tasks. Upon release from active duty (REFRAD) the units return to their home station. At the direction of the Assistant Secretary of Defense for Manpower and Reserve Affairs, reservists are not required to attend drill for 60 days from their REFRAD date. Once they return to drilling status, they undergo the reconstitution phase of DCS RIT.

Rest and Recuperation Program

On 23 September 2003, the Under Secretary of Defense, Personnel and Readiness (USD (P&R)) approved an R&R Leave program for personnel serving in the USCENTCOM area of responsibility (AOR) in support of Operation Iraqi Freedom. USCENTCOM also authorized personnel four days of off-duty "pass" to R&R locations throughout the theater in the Fighter Management Program now called the Rest and Recreation Pass Program. The R&R



Pass and Leave programs are separate, yet complementary, programs. The underlying assumption is that R&R opportunities are vital to maintaining combat readiness and capability when units are deployed and engaged in

intense, sustained operations. These opportunities increase operational effectiveness as the effects of prolonged combat stress and family separation are mitigated.

On 25 September 2003, USCENTCOM initiated the R&R Leave program for all Service members, AC or RC, and DACs assigned to a 12-month tour of duty. The R&R leave Program provides eligible individuals two weeks of chargeable leave between their third and eleventh months in theater.

On 20 September 2003, OSD designated the Army as the executive agent for the USCENTCOM AOR R&R Leave program (policy, programming and budget). OSD also approved the designation of three additional “gateways” (aerial ports of debarkation or APODs): Atlanta, Dallas/Fort Worth and Los Angeles. Effective 19 December 2003, OSD approved fully funded onward travel for R&R leave participants. R&R leave participants receive round-trip tickets from the AOR to the nearest commercial airport of their leave destination and return.

Operational requirements and Service member preference are all factors in determining which individual participates in the R&R Leave

program at a given time. Prior to intra-theater movement, commanders conduct R&R leave briefings with assigned personnel that include modified DCS tasks (i.e., risk assessment, medical, reunion/reintegration, and suicide prevention). Tasks at the gateways include, but are not limited to, customs screening and onward travel arrangements to facilitate individual R&R leave plans. By the end of September 2004, the program had provided R&R leave opportunities to over 111,000 participants.

Army Retirement Services

Established to ensure that Soldiers and family members are provided the very best advice in preparation for retirement and to further ensure that retirees and their families or survivors are taken care of in their postretirement years, Army Retirement Services provides policy oversight and frequent guidance to the worldwide installation Army retirement services offices. To support more Soldiers, retirees and families with smaller installation



Retirement Services staffs, this program uses web-enabled tools. Soldiers preparing for retirement and their family members can learn about retirement through the Army Retirement Services home page at <http://www.armyg1.army.mil/retire>. Further, the law dictates that the Survivor Benefit Plan (SBP), authorized

by Congress in 1972, be publicized and managed by properly trained counselors at installation level. Recent changes in law that affect active duty deaths make it even more important that SBP counseling is available at installation level.

Army regulations also stipulate that Headquarters, Department of the Army (HQDA) publish *Army Echoes* periodically to help keep retirees and their families informed of any changes to laws or procedures, health care changes, and a wide variety of helpful information. As the retired and annuitant population approaches the one million mark, it is vital to be able to flow information to all parts of our personnel base. In addition to publishing *Army Echoes* three times per year and in an effort to make information more accessible and cost efficient, Army Retirement Services uses its web page to electronically update retirees on a regular basis. Thus far, over 5,000 retirees have volunteered to receive *Army Echoes* by e-mail vice receiving hard copy mail.

Army Retirement Services also supports the CSA Retiree Council that meets in April and October, both meetings ending with an update briefing to the CSA. In addition, each Army installation is required to host a retiree appreciation day annually to honor and serve retirees.

Furthermore, the Army Benefits Center-Civilian has earned an outstanding reputation for supporting retiring civilians and has greatly improved retirement application processing times. Without question, Army Retirement Services, both at HQDA and at the installation level, remains a vital part of the personnel life cycle and must be maintained as a part of the modernization of our Army.

Army Career and Alumni Program (ACAP)

An integral element of the Army personnel life cycle, the ACAP is the Army's comprehensive transition program for Soldiers, DACs and their family members. The program includes preseparation counseling, benefits counseling, job search training and employment assistance. Federal law requires the Services to provide transitioning Service members with preseparation counseling not later than 90 days prior to separation or retirement date, to inform them about the Verification of Military Experience and Training (VMET) document and establish permanent employment assistance centers. ACAP partners with internal Army service providers as well as the DOD, DOL and DVA to offer the best possible transition services available.

The ACAP online web site at <http://www.acap.army.mil> provides information on the location of the 53 ACAP centers, types of services offered by each center, and listings of ACAP job fairs and job opportunities posted by private sector employers and federal and state agencies.

ACAP also supports mobilized RC Soldiers by delivering the mandatory preseparation counseling and follow-on services at the time of demobilization.

ACAP recently established a specific web page at <http://www.ds3soldierconnection.army.mil> to provide job connections for our disabled (DS3) Soldiers.

ACAP makes a difference to Soldiers—not only those who use the program, but those who continue to serve in the Army. Knowing that ACAP will be available to them when it is their turn to leave, serving Soldiers are

more dedicated to the Army as a result of the positive effect the program has on their departing fellow Soldiers. ACAP has a strong linkage with the Army's recruiting program, by providing a reassurance to potential recruits and families that the Army takes care of their sons and daughters when they have finished serving their country. ACAP is relevant and good for all who serve in our Army.

Army Center for Substance Abuse Programs (ACSAP)

The ACSAP has developed and promulgated the Risk Reduction Program (RRP) to assess the level of high-risk behaviors Soldiers are exhibiting in the form of substance abuse, suicide, spousal/child abuse, AWOL, crimes against persons/property, driving while intoxicated, injuries/accidents, sexually transmitted diseases and financial indebtedness. The RRP is a very efficient way of providing commanders data and information about high-risk behavioral problems in their units. Once high-risk issues are identified, commanders can call upon installation resources for support in reducing or preventing future high-risk behaviors. The program focuses on effective use of installation resources and coordinated efforts between commanders and installation agencies to implement effective interventions. Because the RRP integrates information and installation human services program efforts, it is an important support system for the Army Well-Being Initiative. RRP has also been incorporated into the DCS program. Because of the program's popularity and success with senior mission commanders, the RRP will become a formal and mandatory program in FY06. When fully implemented, the RRP will directly contribute to force stabilization by enhancing Soldier personal readiness and reducing first-term attrition.

Equal Opportunity (EO) Program

The EO Program formulates, directs and sustains a comprehensive effort to maximize human potential and to ensure fair treatment for all persons based solely on merit, fitness and capability in support of readiness. Commanders are responsible for sustaining a positive command climate that fosters unit cohesion. The goals of the EO Program are to:

- Provide EO for military personnel and family members, both on and off the installation within the limits of the laws of localities, states and host nations
- Create and sustain effective units by eliminating discriminatory behaviors or practices that undermine teamwork, mutual respect, loyalty and shared sacrifice of the men and women of America's Army
- Provide equal opportunity and fair treatment for military personnel, family members and DACs without regard to race, color, gender, religion or national origin and provide an environment free from unlawful discrimination and offensive behavior

Sexual Assault Prevention and Response Program

On 6 February 2004, the Acting Secretary of the Army directed the establishment of an Army task force to conduct a detailed review of the effectiveness of Army policies and procedures on reporting and addressing allegations of sexual assault. The task force was charged with reviewing processes to ensure a climate in which victims feel free to report allegations and leaders understand their responsibilities to support victims and investigate allegations. The task force was charged with making recommendations for change to current policies, programs and procedures

for addressing sexual assault allegations and victim support. As a result, the task force developed the Sexual Assault Prevention and Response Program, which reinforces the Army's commitment to eliminate incidents of sexual assault through a comprehensive policy that centers on awareness, education and prevention, victim advocacy and data collection. The Army has established a web site (www.sexualassault.army.mil) as a tool for leaders to help prevent and respond to incidents of sexual assault.

Army policy promotes sensitive care for victims of sexual assault and accountability for those who commit these crimes. Specifically, the goals of the Sexual Assault Prevention and Response Program are to:

- Create a climate that will prevent sexual assault in the Army
- Create a climate that will encourage victims to report incidents of sexual assault without fear of reprisal
- Establish sexual assault training and awareness programs to educate Soldiers and leaders
- Ensure the sensitive, confidential and comprehensive treatment of victims
- Ensure leaders understand their roles and responsibilities in response to sexual assaults and thoroughly investigate allegations of sexual assault

MANPRINT Program

Tomorrow's battlefield will be a complex environment, filled with new equipment and technologies. Real battlefield effectiveness results from a good match between the people who operate and maintain the equipment and the equipment itself. At the heart of the Army Vision are well-trained Soldiers, using state-



of-the-art equipment to win wars. The Army's program to ensure that Soldier issues are key considerations in system design, development and acquisition is called MANPRINT. The objectives of MANPRINT are to (1) optimize both the quantity and quality of the personnel needed for systems; (2) design systems that are easily usable by Soldiers, safe to operate, cause no unnecessary health problems, and maximize Soldier survivability; and (3) ensure acceptable trade-offs are made among performance, design and Soldier issues.

MANPRINT's Strategic Value to the Army

The MANPRINT process employs task and functional analyses and modeling to best determine personnel efficiency in operating and maintaining systems. The analyses, matched with the relevant personnel attributes and well-planned training, yield lower manpower requirements per system. Because early design decisions are so critical to life-cycle costs, MANPRINT must be employed early in a system's developmental cycle to maximize out-year operational and support savings. The continual improvement in MANPRINT techniques and tools relies on adequate funding of additional Soldier-oriented research and development. As we continue to push the envelope for battlefield dominance through technology advancements and innovations, we must ensure that the Soldier remains the centerpiece of our formation.

U.S. Army Research Institute for the Behavioral and Social Sciences (ARI)

ARI's mission is to maximize individual and unit performance and readiness to meet Army operational requirements through research in the behavioral and social sciences. Our program in personnel, training and leader development research covers the total life cycle of the Soldier and provides the foundation to select, assign, promote and retain the highest quality Soldiers; train and develop them to keep pace with technology and changing mission demands; and quickly develop leaders with the conceptual and interpersonal skills to lead the Future Force.

Future ARI research in personnel will improve officer accession and retention policy, improve enlisted attrition management, recommend future Soldier selection and classification systems, and support future unit focused stabilization. In training, ARI's future research will develop prototype small unit leader and team training methods; new methods for simulation-based collective training; joint training and feedback methods; and proto-

type game-engine-based training. Future ARI leader development research will support development and assessment of the skills needed by Future Force leaders for effective performance in field settings; demonstrate computer-based coaching for developing leader skills; and develop methods for growing leaders who can meet anticipated 2020 requirements.

Conclusion

To remain relevant and ready, today and tomorrow, the Army must continue to recruit and retain the right Soldiers and civilians, improve management systems that support a lifetime of service, and ensure the human dimension is considered in the development of new systems and equipment. Of utmost importance, the Army must stay focused on supporting commanders in the field with personnel systems and information that enhance warfighting capability and agility. Ultimately, the success of transformation will be realized only if the personnel community remains alert to the current and future needs of our most valuable asset—People.